

7 November 1964

**MEMORANDUM FOR THE DIRECTOR**

1. I have noted the attached memorandum from Colonel White in connection with your request for a list of possible nominees to fill the position of Special Assistant to the Secretary of the Treasury with responsibility for supervising the Secret Service.
2. I presume this matter arises from recommendations (1) and (3) of the Warren Commission Report. While I do not consider myself as passing judgment on this Report, I would like to put forward the thought that authority and responsibility must go hand-in-hand and that to separate the one from the other in anything involving operations can only lead to trouble. This has been proved over and over again in Government and particularly in the relationships between the civilian assistants in the Department of Defense and their military associates.
3. If the purpose of the exercise is to elevate the position of the Secret Service to where it will have greater authority or better liaison contacts with other agencies of the Government, then I would propose that the Chief of the Secret Service be elevated with that title to the position of Assistant Secretary of the Treasury. If the purpose is to make sure that the Secret Service is doing its job properly, then I would settle for a committee or board outside of the Treasury Department who could make a periodic review of Secret Service activities much as the PFIAB does with the intelligence community. Under no circumstances should another person be injected between the head of the Secret Service and the Secretary of the Treasury unless that person is given complete responsibility for the protection of the President. There are too many people now in Government wearing the robe of authority of their immediate superior who are able to say no but who are equally as able to back out from under any responsibility for failure resulting from their "no."

/ S/

Marshall S. Carter  
Lieutenant General, USA  
Deputy Director

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